

Retooling Transitional Housing

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National Alliance to
END HOMELESSNESS

Agenda

- I. Introduction and Purpose
- II. Why Retool?
- III. Retooling Options– What to do with Transitional Housing
- IV. Steps in Retooling
- V. Technical Issues for Retooling
- VI. Opportunities to Retool
- VII. Community Examples
- VIII. Next Steps



Introductory Exercise

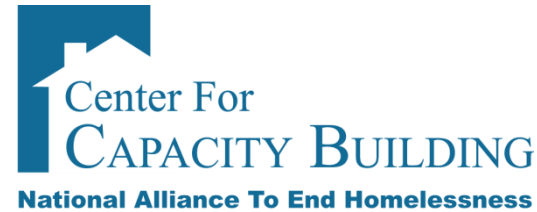
Name

Organization

Role

“The one concern I have about changing my transitional housing program is...”

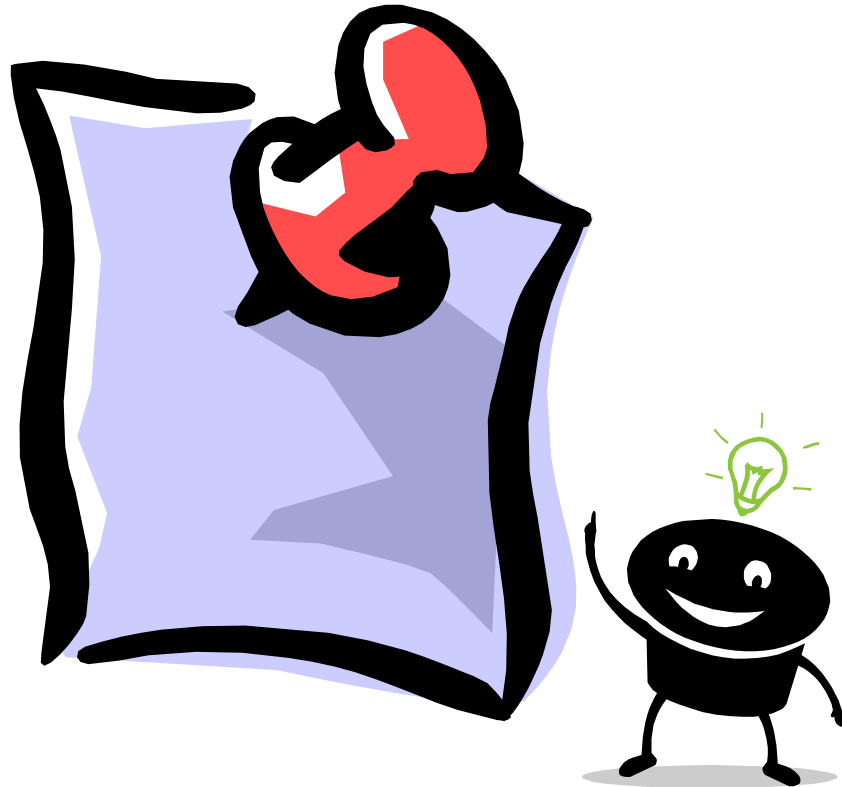
“The one thing I hope to learn more about retooling transitional housing is...”



The National Alliance to End Homelessness is the leading national voice on the issue of homelessness. The Alliance analyzes policy and develops pragmatic, effective policy solutions. The Alliance works collaboratively with the public, private, and nonprofit sectors to build state and local capacity, leading to stronger programs and policies that help communities achieve their goal of ending homelessness. The Alliance provides data and research to policymakers and elected officials in order to inform policy debates and educate the public and opinion leaders nationwide.

Working with a strong network of innovators, the National Alliance to End Homelessness identifies and evaluates hundreds of policy and program strategies and their impact on homelessness. The Alliance's Center for Capacity Building helps communities replicate and customize the best of those strategies. The Center focuses on strategies that are cost effective, data driven, and can be implemented at a scale that can significantly reduce homelessness.

AHA Moments



Crisis Response System

Core Strategies

Designing Your System

Crisis Response System

Goal is to prevent and end homelessness as quickly as possible

Resources are allocated to most effective and cost efficient strategies that quickly re-house households

Conversation to re-house begins as soon as a household becomes literally homeless

Targets services effectively to those with highest barriers

Empowers the consumer

Uses practices backed up by data and research

Housing First Response

- There is a focus on helping individuals and families access and sustain rental housing *as quickly as possible when the housing crisis occurs, and the housing is not time-limited*;
- A variety of services are offered primarily following a housing placement as identified by the client, service participation is voluntary;
- Housing (including shelter) is not contingent on compliance with services – instead, participants must comply with a standard lease agreement, or basic operational/safety guidelines.

Necessary Interventions in a Crisis Response System

Coordinated Assessment that includes diversion and targeted prevention

Crisis Response Housing and Crisis Services

Rapid Re-housing

Permanent Supportive Housing

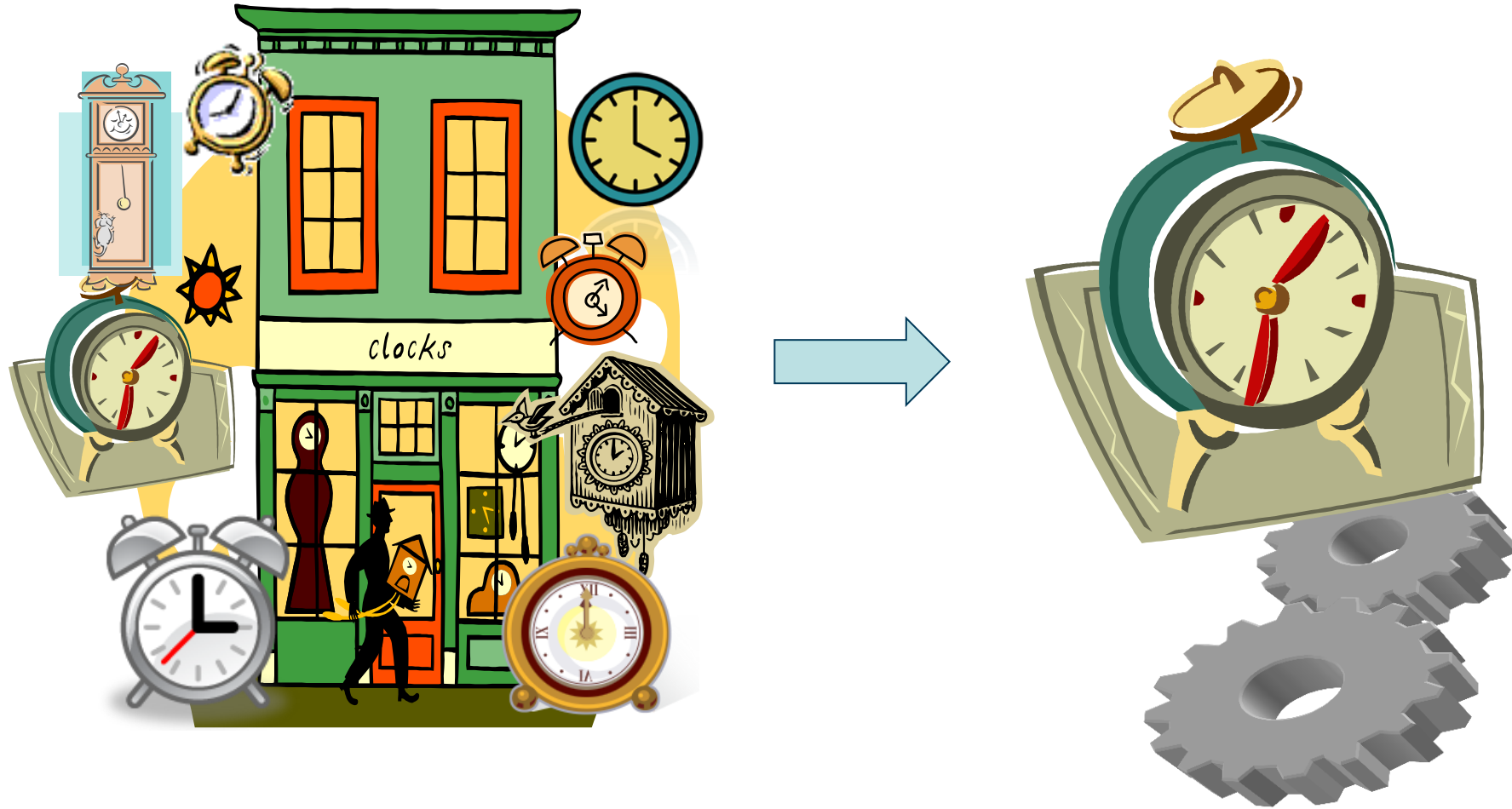
- **Common Agenda**

- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organizations

...individuals and families who become homeless return to permanent housing within 30 days.

...homelessness will be rare, brief, and non-recurrent.

Crisis Response System: Systemic Approach



Why Retool?

HEARTH Act

“to establish a Federal goal of ensuring that individuals and families who become homeless return to permanent housing within 30 days” HEARTH Act Purposes – Sec. 1002(b)

Opening Doors

“Transform homeless services into crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing.”

HEARTH ACT

The number of people who become homeless

The length of time people spend being homeless

Returns to homelessness

Jobs and income

Thoroughness in reaching homeless population

Other accomplishments on reducing homelessness

HUD Priorities

1. Strategic resource allocation
 - a. Review each project to determine what is necessary
2. Ending chronic homelessness
 - a. Increase permanent beds for chronically homeless
 - b. Give priority for existing PSH beds
 - c. PSH is offered without any preconditions such as sobriety or service participation (Housing first)
3. Ending family homelessness
 - a. Increase rapid re-housing
 - b. Reallocate existing projects to rapid re-housing
4. Removing barriers to CoC interventions
 - a. Review system and project level eligibility criteria to remove barriers to accessing services
 - b. Implement centralized or coordinated assessment system
 - c. Encourage CoC's to review TH models to determine if rapid re-housing may be a better model

HUD Priorities

5. Maximizing use of mainstream resources

- 5. CoC's should use mainstream resources for services and HUD funding for housing related costs
- 6. Look for funding through mainstream sources
- 7. Actively prepare for implementation of the Affordable Care Act

6. Building partnerships

- 5. Engage PHA to create homeless preference or adopt strategies to assist current participants to access resources
- 6. Engage philanthropic organization to maximize and increase resources toward ending homelessness

7. Other priority populations

- 5. Veterans – work closely with the local VA to coordinate VA funded resources
- 4. Homeless Youth – Identify needs of homeless youth

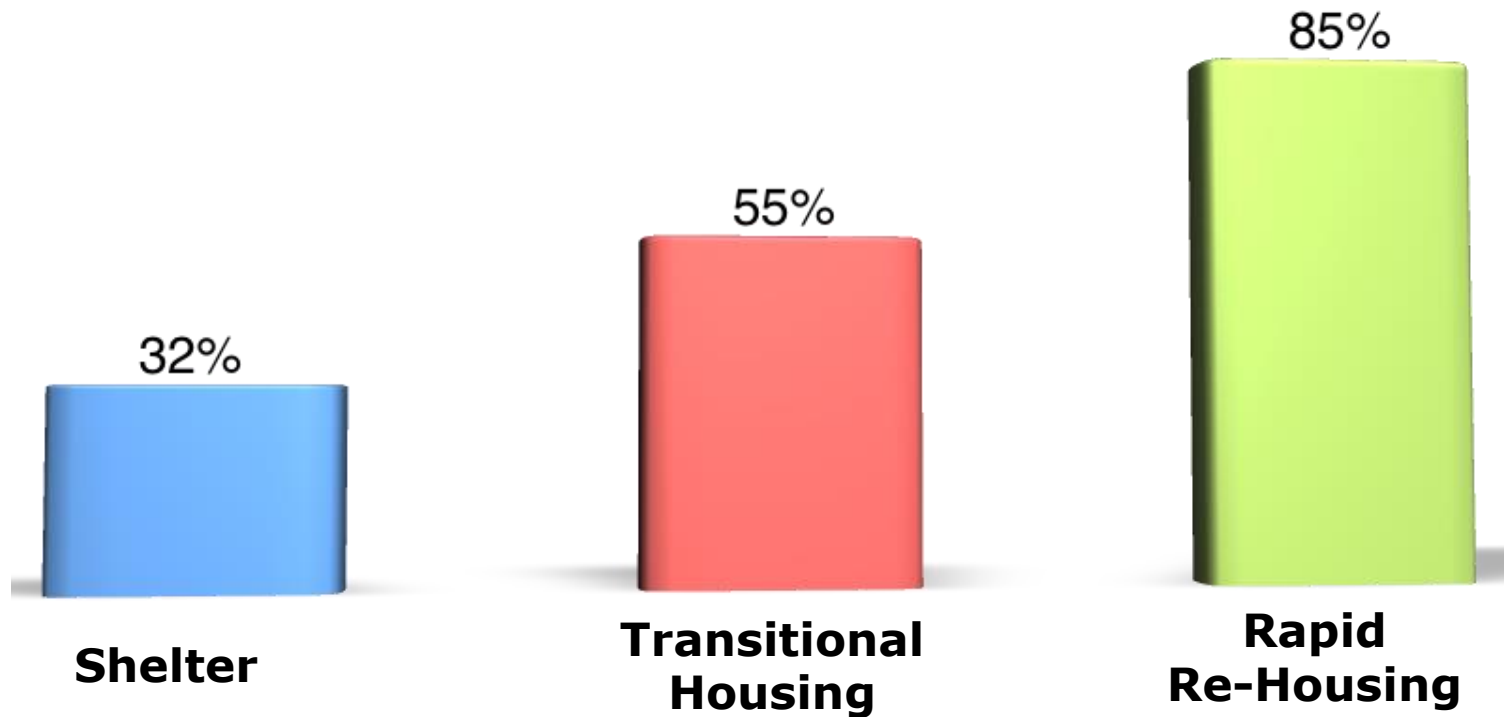
Mismatch of Needs and Services

- Culhane study suggests that families that have the greatest barriers are not those receiving the most service under the transitional housing family model
- Massachusetts data confirms this: found longest-staying 20% used 50% of resources but had overall lower needs
- Higher need families staying shorter – often asked to leave programs

What We Know

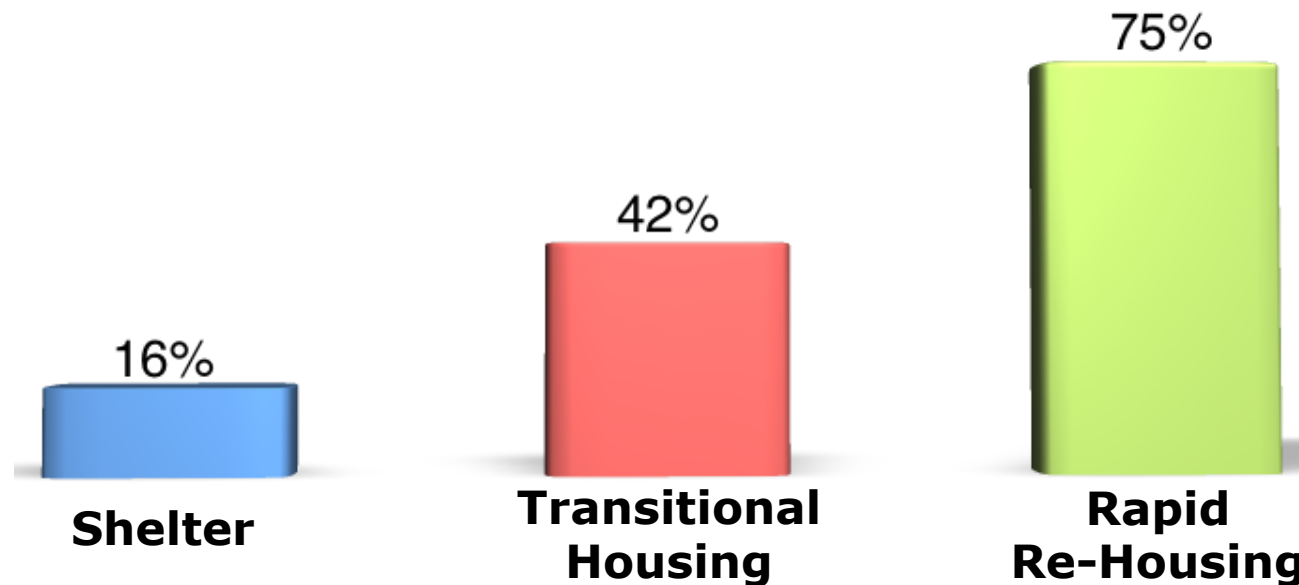
- Transitional housing stays range from community to community; typically 4 months to 2 years
- In many communities, people enter transitional housing from other programs (especially shelter) *adding to the lengths of homelessness*
- About one-third of transitional housing participants leave for something other than permanent housing.

Percent of Exits that are to Permanent Housing for Persons in Households with Children in 14 Communities



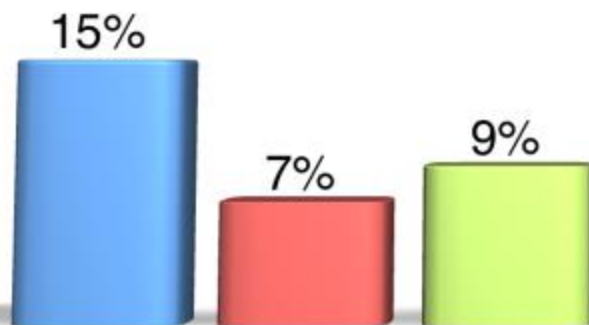
Source: Data from 14 Continuums in seven states that prepared Evaluators for National Alliance to End Homelessness Performance Improvement Clinics in 2011-2012 compiled by Focus Strategies

Percent of Exits that are to Permanent Housing for Single Adults in 14 Communities

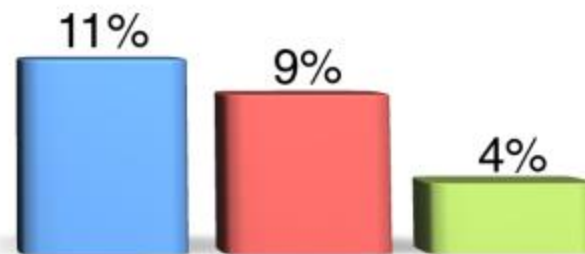


Rate of Return to Homelessness Within 12 Months of Exit for 7 Communities

- Shelter
- Transitional Housing
- Rapid Rehousing

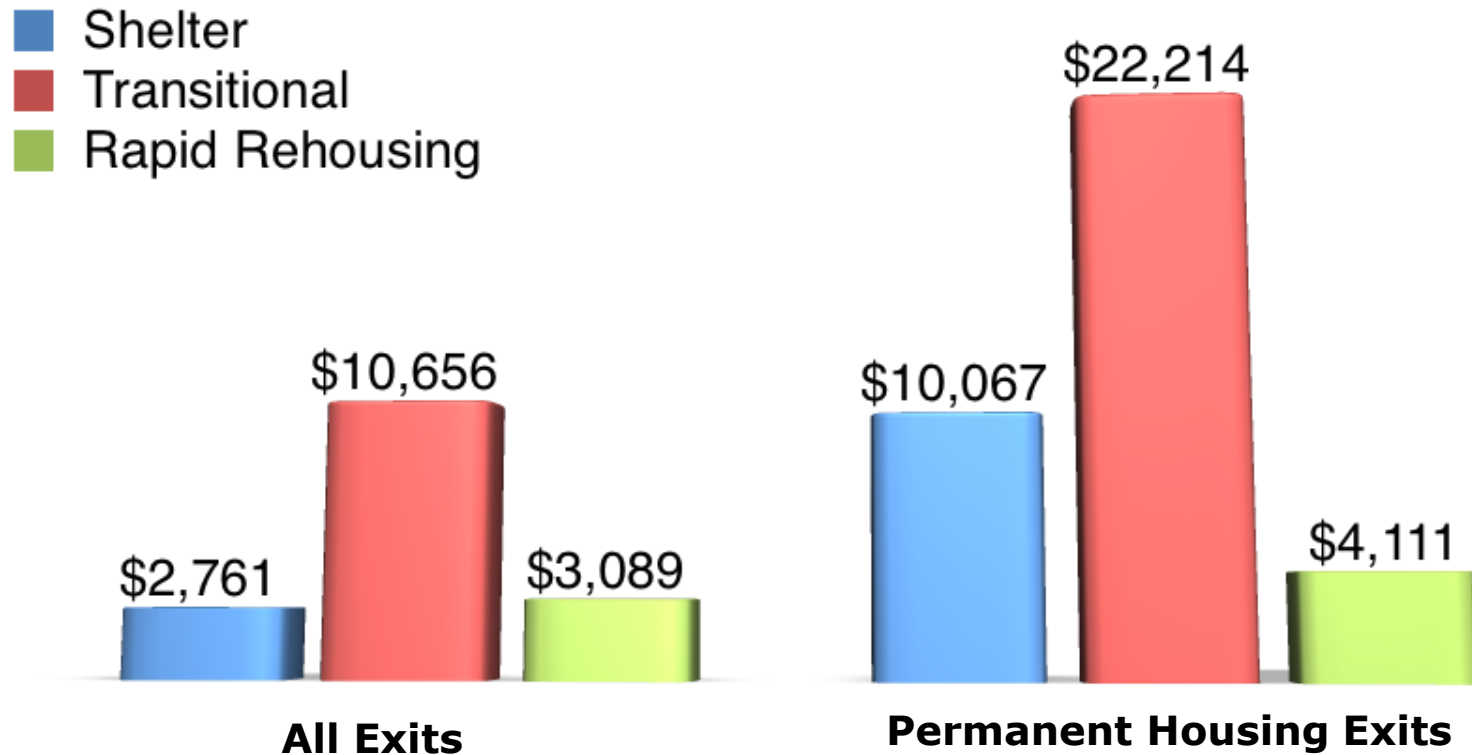


Singles

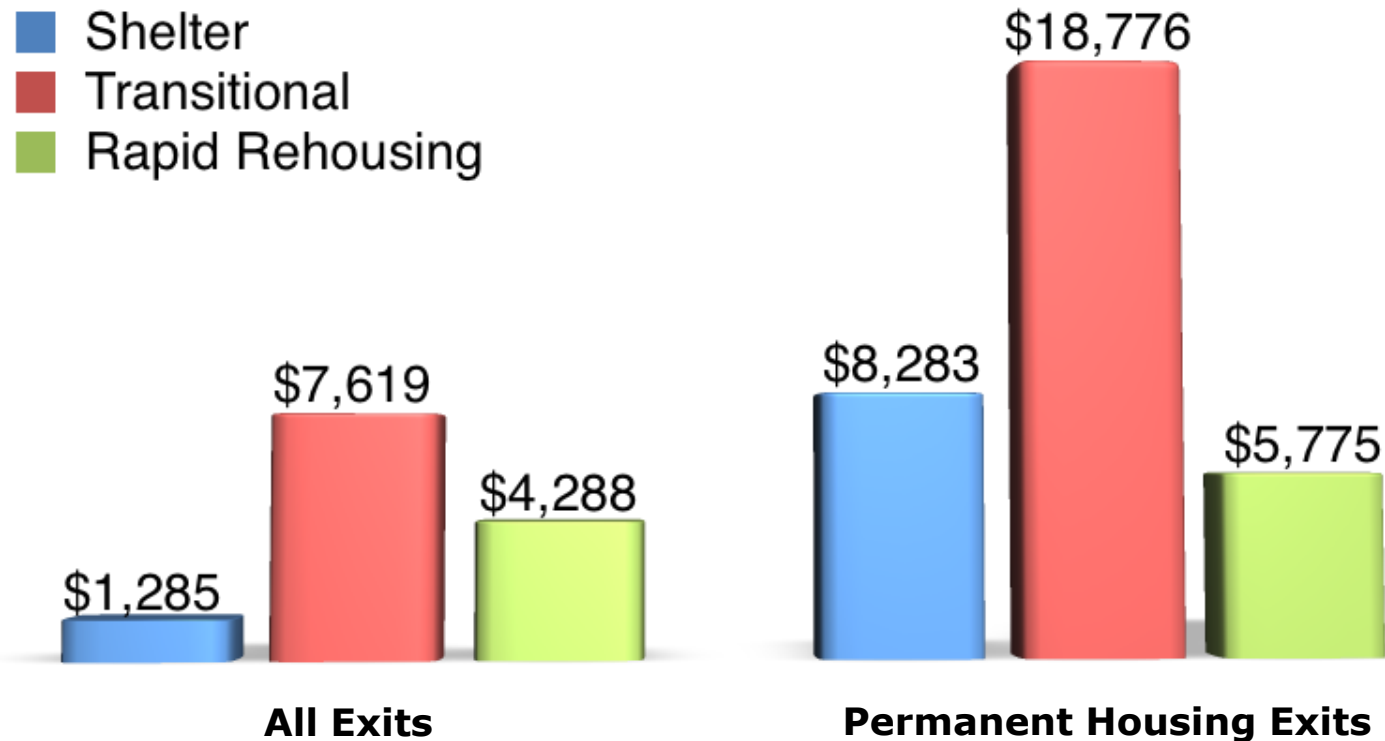


People in Families with Children

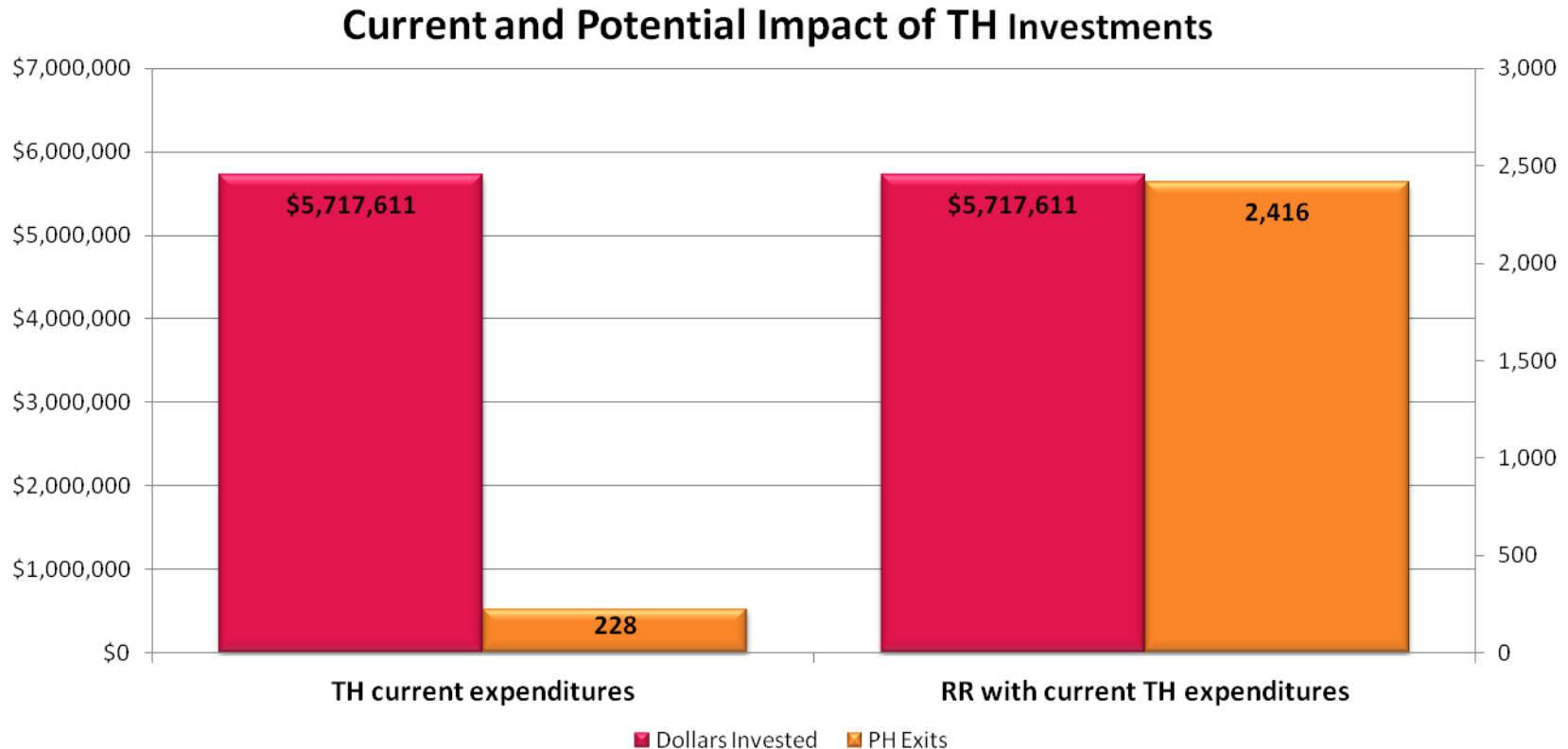
Average Cost Per Exit For Families with Children in 14 Communities



Average Cost Per Exit For Single Adults in 14 Communities



Reinvesting our dollars will buy more exits



Source: California community with average TH costs of \$25,000 and average RRH cost of \$2,500 per family

ACTIVITY

Are You a Housing First Organization?

BREAK

Retool Options

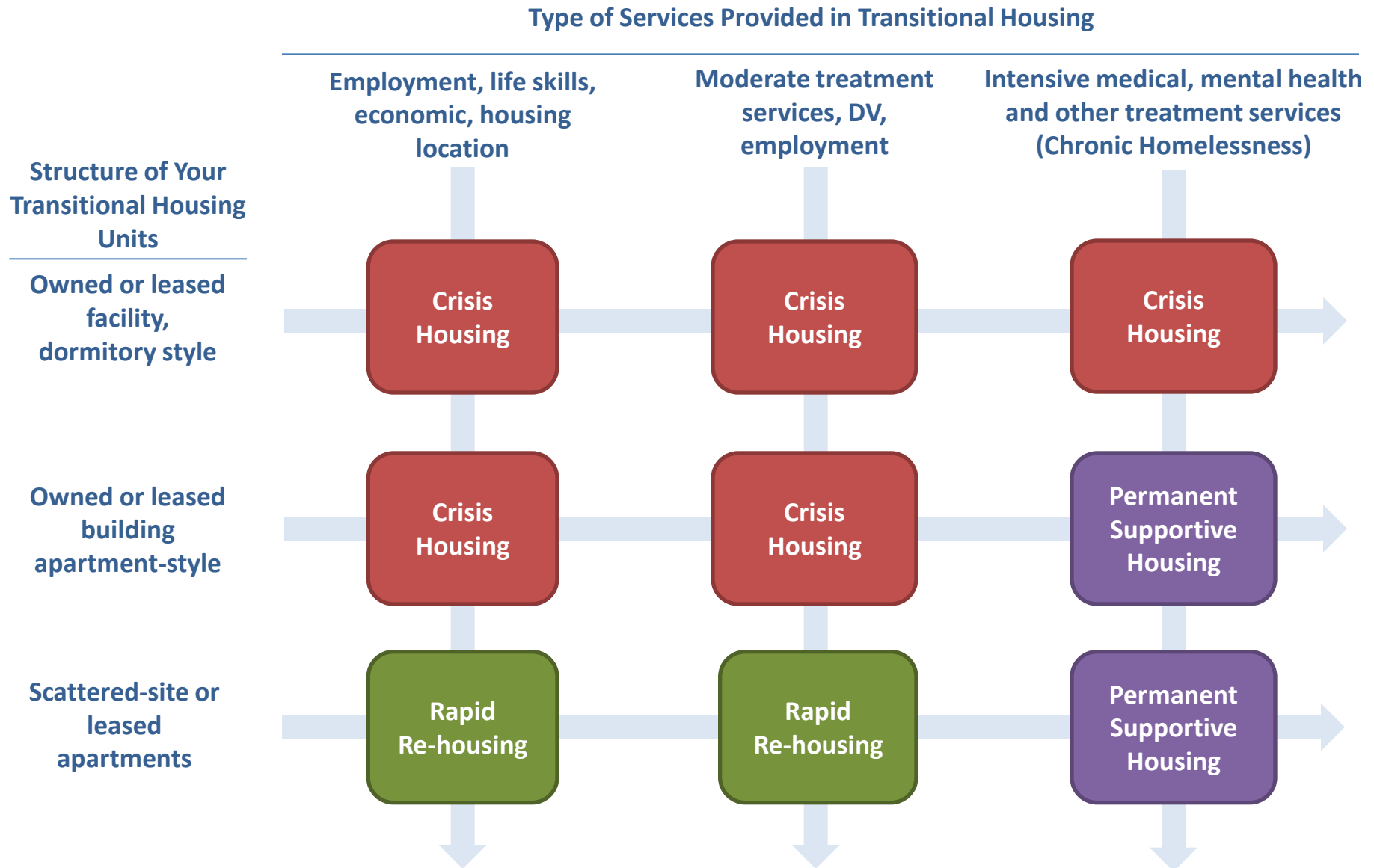
What to do with our Transitional Housing?

Retooling Options

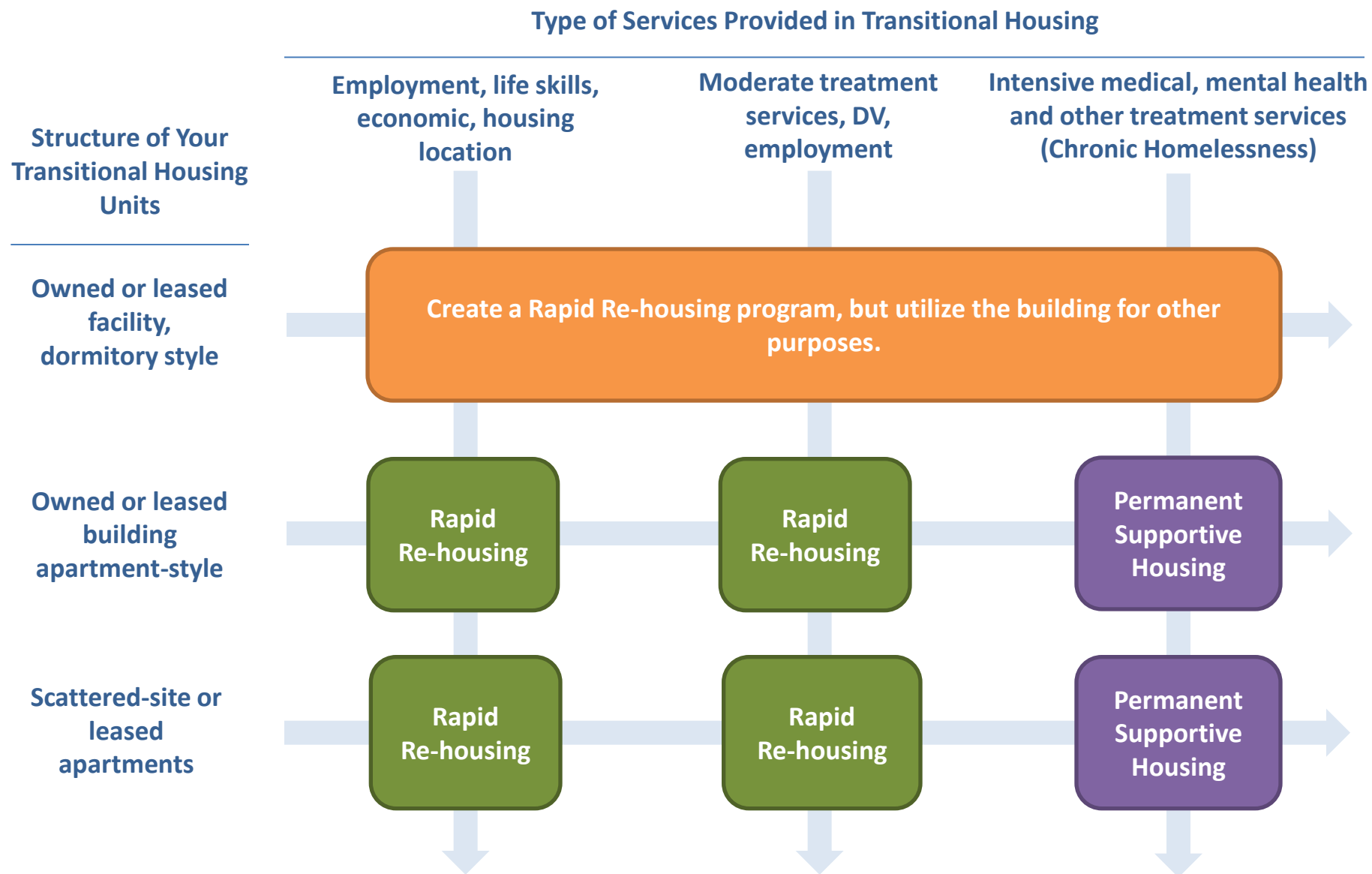
- Retooling to a new model
- Retooling parts of the program
 - Shorten the length of stay
 - Moving to voluntary services model
 - Targeted high need populations



Part I: Key Program Features Singles



Part II: Key Program Features for Programs Serving Families with Children



Part III: Community Need

Indicators that your community DOES NOT need more of that intervention

- Few if any unsheltered
- People in shelter have longer episodes (>60 days)
- Shelter beds are often empty

- Most homeless people receive rapid re-housing
- Homeless stays are almost always brief (<30 days)

- Few people experiencing chronic homelessness
- Few if any unsheltered people

Intervention Type

Crisis Housing

Rapid Re-housing

Permanent Supportive Housing

Indicators that your Community DOES need more of that intervention

- Many people are unsheltered
- People in shelter have short episodes
- Shelter beds are almost always full

- Many homeless episodes are long (>60 days)
- Most homeless people not receiving rapid re-housing

- Many people experiencing chronic homelessness
- There are large numbers of unsheltered chronically homeless persons

Consider the need

- Number of high-need families and singles
(how defined – by level of disability? By system usage?)
- Number of unsheltered families
- Number of families and singles turned away
- Number of unsheltered *singles*??



Retooling Options

- Retooling to a new model
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Repurpose: Shorter/more rapid programs

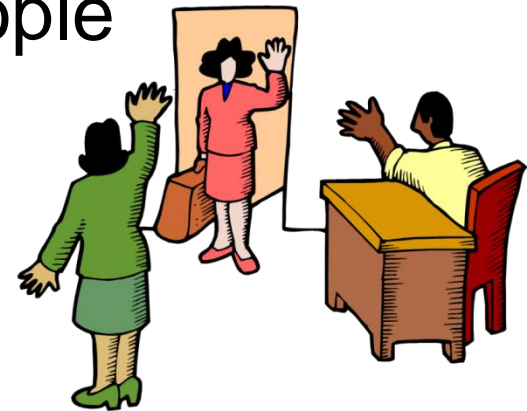
- For shorter/more rapid programs:
 - focus on housing barriers and a housing orientation; other issues secondary (if at all...)
 - Relationships with landlords; ability to provide subsidy and housing related -support
 - Getting clients linked to services in the community
 - Becoming mobile to serve clients in the community after they leave (if necessary);

Culture change: From “Come in and get comfortable...” to “How are we going to get you out of here?!”

Repurpose: Shorter/more rapid programs

A change in culture

- Idea of doing the least for each household rather than the most
- Believing people can make it without us
- Staff get reward from seeing people leave quickly and helping more people
- *The pace is fast*



Repurpose: Targeting

- If TH is used in communities, these longer term interventions (congregate only) must be targeted to special groups with severe needs
 - Certain heads of households struggling with severe substance abuse disorder
 - Certain persons in early recovery who ask for a more intensive environment to support their recovery
 - Survivors of DV who require AND prefer the security of congregate housing
 - Unaccompanied youth who prefer congregate setting

Repurpose: Targeting

Conversion Consideration: program and culture

- How different will the population be?
- What kind of service/staff changes needed?
- Low demand with voluntary services
- Legal and financial changes

Culture change: *from “you get to stay here if you do X, Y and Z...” to “What do you need to leave?”*

Steps to Retooling

Retooling Checklist

Retooling Checklist: 3 Phases

- ☐ Phase I: Assessment, Planning and Preparation (30-60 days)
- ☐ Phase II: Develop the Implementation Strategy (4-6 months)
- ☐ Phase III: Start the shift



Phase I (30-60 days)

Assessment, Planning and Preparation

1. Meet with your Continuum of Care representatives
2. Develop the Retooling Committee (5-7 persons)
 - Executive Director, Key Board Personnel, Key Staff, Major Funder, Community Assess and CoC Community Representative
3. Assess and Evaluate the Current Program
4. Identify Model and Challenges to Retooling
5. Develop a Communication Strategy
6. Final Recommendation and Plan

Assessment, Planning and Preparation

- Do program “requirements” create barriers? Are households exited for non-participation with mandatory services?
- Are we trying to be “all” to “all issues”?
- Are we creating a “cycle of dependency”? Do our folks keep to come back even after program completion to access services
- Are we aligned with our community vision/plan?
- Are our outcomes housing focused? How are we doing in moving folks to permanent housing?

Phase II (4-6 months)

Implementation Planning

- ❑ Identify your new vision and core values
 - Develop a new organizational structure
 - Develop a plan to shift organizational culture
- ❑ Identify staffing and training needs
 - New job descriptions
- ❑ Update policies and procedures
- ❑ Obtain Board Support

Phase II (Cont.) (4-6 months)

Implementation Planning

- ❑ Identify outcomes measurements
- ❑ Develop a proposed budget
 - Communicate with funders to begin to modify contracts
- ❑ Identify spectrum of community partnerships
- ❑ Develop clear communication plan
 - Internal and external communication
- ❑ Building use
 - funding constraints, new uses

Implementation Planning

- Set Core Values
- Switch from a “housing readiness” approach to “rapid exit” approach (focus on housing rapidly rather than program completion)
- Shift from “what you need to do to stay here successfully” to “what you need to leave here quickly and successfully”
- Redefining of “who we are” and “how we do business”-a paradigm shift

Implementation Planning

- How can we use our current staffing more effectively to help people obtain housing as quickly as possible?
- What will our culture shift look like? (Focus on “moving folks to housing more quickly”)
- What changes do we need to make to our job descriptions?
- What training will be needed?

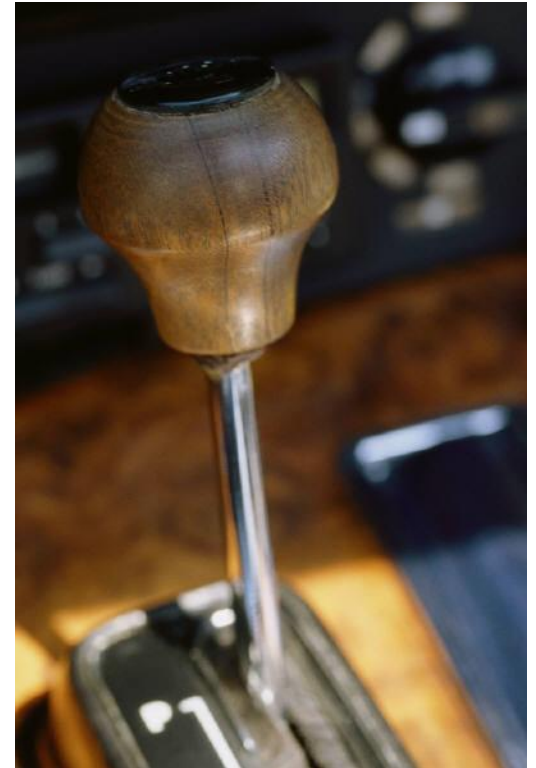
Implementation Planning

- Are all of our outcomes housing focused?
- Do we have clear targets for implementation?
- Do we set outcome targets with quarterly reviews?
- Do our consumers have a sense of urgency about being rehoused from day one (repurposing)?
- Are we focused on moving people out instead of moving people in repurposing?

Phase III

Start the Shift

- Set a “start date”
- Have a contingency plan
- Continue to tweak new model as needed



Technical Issues

Retooling

Technical Issues

- There are two options for Retooling
 - Reallocation - when changing to a different intervention
 - Repurposing- when shifting populations or parts of program
- Evaluate whether or not to reallocate/repurpose (CoC funded programs)
 - Reallocate during competition (GIW, application phase)
 - Repurpose via grant amendment

Funding Considerations

Identify :

Options for shifting funding from line items

What current resources can be used for new model

New potential sources of funding

Points of contact for each funding source

- Communicate new model and revised budget
- HUD funding-contact field office
- Reach out to current donors-educate them

Retooling Opportunities



Option #1: Reallocation

- Shifting funds from an expiring SHP renewal grant to a new project.
- Must happen during an open competition.
- Only available to continuums in HHN status
 - ✓ Final Pro Rata Need based on Hold Harmless Need amount
 - ✓ Used the Hold Harmless Merger process

Retooling Opportunities



Option #2: Repurposing

- Modifying an existing program model to increase capacity and effectiveness.
- Available to all CoCs
- Requires an amendment to grant agreement.
- Can be completed anytime during year.

Building Use

- What are the options for our current facility?
- What role does it play in the new model?
- What are the funding issues we may need to explore?
- Are there funding restrictions that limit options for our building repurposing
- Are there any zoning issues we need to address?

Opportunities

Opportunities to Retool

1. Crisis Housing

- For those with housing challenges (sex offenders, large families, recent felony history)?
- Do we have a high unsheltered population due to lack of short term beds?

2. Rapid Re-Housing

- 70% of homeless population can be rapidly re-housed
- Can we utilize the resources to increase CoC rapid re-housing capacity?

3. Permanent Supportive Housing for Chronically Homeless

- What are the chronic numbers? What do we need to end Chronic homelessness by January 2017?

Opportunities to Retool

You need a plan.

- Understand best practices; Establish outcomes
- Develop program design with staff, consumer, stakeholder input
- Board and donor education and buy-in
- Staff training/hiring
- Transition phase (especially to PSH)

Evaluate

- Are lengths of stay for households shorter?
- Are housing outcomes the same or better?
- Are we serving more households in need?
- Do people we help become homeless again at same or lower rate?

(all measured under HEARTH!)

- Are clients (our customers) satisfied with the change?



Community Examples

The Memphis Decision

MIFA Ministries

- 81 units family TH becoming permanent housing with Project-based Section 8 from PHA
- At Keats 25 of the units will be PSH, pay for the services from a small grant being discontinued
- Taking the \$850,000 SHP + match that operated the 81 TH units and using that for rapid rehousing = 400 families *every year*
- 25 PSH units + 56 permanent affordable units + 400 rapid rehousing slots *every year* – 88 transitional housing slots



The Richmond Decision

St. Joseph Villa

Flagler Home

- Well respected two year, site based transitional housing program for single mothers and their children with huge endowment that served 20 families over two years who had to adhere to a “family life plan”; cost \$45,000 per household

The Change

- Participated in a RRH pilot in 2010
- Initially moved from Transitional Housing to Long Term(90 day) Shelter with RRH focus; no shelter based case managers.
- Closed TH in June 2013 and became a full rapid re-housing program.
- Average Cost \$4,500 per household = 200 families served with same budget

Next Steps

Next Steps

Questions to ask yourself



1. **Who are the change agents to invite to your planning committee?**
 1. In your organization?
 2. On your board?
 3. In the business and/or funding community?
 4. In the provider community?
2. **What funding sources are likely to be at risk? What other funding streams can you tap into?**
3. **What are 2 critical things that will need to change (that are in your control) to make this shift?**
 1. One “stop-doing” item
 2. One “start-doing” item
4. **What is one activity or asset that your organization currently does/has that can be leveraged in this transition?**

Final Thoughts

- ✓ Re-tooling your transitional housing program requires a culture that embraces change
 - Alignment with goals to prevent and end homelessness
- ✓ Clear vision and goals are imperative
- ✓ Community involvement and partnerships
- ✓ Prepare a good communication plan
- ✓ Evaluate and adjust
- ✓ Be prepared for challenges
- ✓ Build on successes: celebrate small victories

“Its not the letting go that hurts, it’s the holding on”.

Next Steps Activity

With your co-workers, identify what you will do in the next 30 days to assess your programs role?

What is one thing you will do differently in the next week?

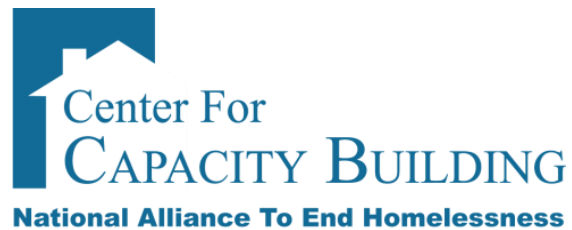
Resources

- www.endhomelessness.org
 - Conference Presentations
 - *Rapid Rehousing: Creating Programs that Work*
 - <http://www.endhomelessness.org/content/article/detail/2450>
 - Retooling Transitional Housing Tool Kit

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